

11 August 1975

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Office of Equal Employment Opportunity (OEEO)

1. I have begun the process of determining and building the means which we will require to satisfy the Agency's legal obligations and to accomplish the objectives of your policies as set forth, in part, by the CIA Affirmative Action Plan. I have surveyed the experiences of CIA and other agencies and made my own preliminary assessment of our situation. The result is an initial estimate of the minimum resources that will be needed to begin to achieve positive results in the varied areas covered under the umbrella of "EEO." As a result I propose the following initial statement of mission and organization of the Office of Equal Opportunity structure. Once full operations have begun there will be the inevitable adjustment in structure and size.

2. Mission. The mission of the OEEO, under the direction of the Director, CIA and the immediate supervision of the Director, EEO is to initiate and monitor programs and activities to enable the Central Intelligence Agency to ensure for each employee of the Agency and applicant for employment with the Agency an equal opportunity both for employment and for subsequent assignment, training, development and promotion with no distinction or bias derived from race, sex, religion, national origin, language, age or physical handicap. This mission includes all actions and efforts that are legal and feasible within the constraints of the primary Agency mission which will aid in the development of employees placed in an unfair or disadvantageous employment position because of race, sex, religion, national origin, language, age or physical handicap.

3. Specifically, the OEEO will accomplish its mission by successfully implementing the letter and spirit of relevant Federal laws and regulations, the CIA Equal Employment Opportunity Program set forth in [redacted] and of related orders and directives of the Director, CIA.

4. Organization and Operation. To perform this task, the Office of Equal Employment Opportunity is constituted as follows to carry out its responsibilities for Agency affirmative action objectives and discrimination complaint processing.

- 1 -- Director, Equal Employment Opportunity
- 7 -- Deputy Director, EEO and Federal Women's Program Coordinator
- Special Assistant to Director, EEO
- Spanish Program Coordinator\*
- EEO Specialist
- Staff Assistant, EEO
- Secretary

5. All members of the OEEEO will share general responsibility for the functions of the office and for the effective development and operation of Agency programs. These general responsibilities include:

- Assist the Director, EEO in monitoring Federal equal employment and affirmative action programs and procedures.
- Assist the Director, EEO in providing support, assistance and advice to CIA Directorates and components in the implementation and execution of component affirmative action plans.
- Assist the Director, EEO in monitoring and providing assistance to the planning and operation of upward mobility programs.
- Represent the Director, CIA and the Director, EEO as required, and
- Be prepared, when required, to articulate the equal employment policies and plans of the CSC and of the Director, Central Intelligence.

6. In addition to the general responsibilities borne by all members of the OEEEO, each member is responsible for the conduct of specific tasks and obligations. These in part are outlined as follows:

\*This position is currently held by an Agency officer with an additional primary assignment.

Position

Director, Equal Employment  
Opportunity, CIA  
(GS-17)

- Serve as the principal advisor to and spokesman for the Director, CIA in matters of equal employment opportunity policy.
- Manage and direct the affirmative action plans and EEO complaint mechanism of CIA.
- Manage and direct the OEEEO.

Deputy Director, EEO and  
Federal Women's Program  
Coordinator for CIA  
(GS-16)

- Assist the Director, EEO in the performance of his responsibilities and assume his responsibilities or act in his place as required.
- Maintain primary responsibility for Agency participation in the Federal Women's Program.
- Ensure the collection, maintenance, analysis and use of information and data on the status of women in the CIA.
- As a member of the OEEEO, design programs and initiate such actions as may be necessary to ensure full development and utilization of women employees as an Agency resource.
- Initiate actions to carry attention to and alleviate discriminatory action and situations detrimental to the development and utilization of CIA woman-power.
- As a representative of the DCI and D/EEO, participate in women's programs and events conducted by governmental or private institutions when such participation is in the interest of the Agency.
- Serve as the Chairperson of the CIA Women's Advisory Panel.

Assistant to the Director, EEO  
(GS-15)

- Monitor the CIA EEO complaint mechanism, including the status of cases, the qualifications and performance of CIA counselors, investigators and EEO representatives. Also take responsibility for the timely and accurate preparation of EEO complaint data and correspondence to satisfy CSC and other requirements.
- Serve as liaison between OEEEO and the OEEEO Advisory Panel participating as a non-voting member of the Panel and keeping the D/EEO informed of Panel activities and informing the Panel of the status of EEO affairs.
- Counsel and advise employees, EEO officers and representatives, supervisors, managers, etc., as required in the organization and management of EEO-related programs.
- Serve as the primary OEEEO action officer in the development and implementation of the Agency's EEO Plans & Programs as well as assist in developing systems to evaluate the Plans & Programs.
- Aid the D/EEO and Deputy D/EEO in the review of minority applicant files which have been rejected.
- Assist the D/EEO in the preparation of the quarterly report to the CSC on the Agency's affirmative action plans.
- Assist the D/EEO in assessing the implications and planning actions to meet the requirements of laws and regulations governing EEO practices.

Spanish Program Coordinator\*  
(GS-15)

- Responsible for the implementation of the Hispanic Program in the Agency to assure that Hispanic employees of CIA benefit from the Equal Employment Act of 1972.
- Assist in the preparation of Agency and component affirmative action plans, especially those portions dealing with the Hispanic minority.
- In coordination with the Management Committee and the Office of Personnel, establishes goals and timetables for the recruitment and hiring of qualified Hispanics.
- Assists in reviewing Agency hiring procedures to ensure that there are no barriers to hiring Hispanic and other minority candidates. Also to assure that the Agency recruitment efforts reach persons of Hispanic background so that they will have full and equal opportunity to compete for employment with the Agency.
- Participates in Agency recruitment efforts, traveling as necessary with recruiters to schools or areas with large Hispanic populations.
- Reviews the records of all Hispanic applicants rejected for employment to ensure that the reason for rejection is valid and seeks corrective action when rejection is not justified.
- Keeps Agency management informed and motivates managerial action by meeting with managers at all levels to explain management responsibilities to Hispanic-Americans.

\*This position is manned by an Agency officer with an additional primary assignment.

Spanish Program Coordinator  
(cont'd)

- Reviews the status of Hispanic employees in each Agency component.
- Assists in OEEEO in-depth analyses of Agency personnel requirements and policies to identify minority problems, particularly those of Hispanics.
- Examines supervisory and higher level positions and occupational skills to determine if improvements can be made and if Hispanics are being given sufficient opportunity to participate in these positions.
- Reviews Agency training courses to ensure that Hispanics are participating.
- Is responsible for a small fund established to aid in the recruitment of Hispanics.

EEO Specialist  
(GS-10/14)

- Assists the DCI and the Director, EEO in the conduct of their responsibilities to develop, monitor and conduct of Agency Equal Employment Opportunity and Affirmative Action plans and programs.
- Assists in the conduct of the Federal Women's Program in the Agency and acts for the Agency managers of these programs, as required.
- Assists in the conduct of the Hispanic-American Program in the Agency and acts for the Spanish Program Coordinator, as required.
- Bears primary responsibility for the analysis of statistics and data relevant to the mission of the OEEEO.

EEO Specialist  
(cont'd)

- Bears responsibility for monitoring requirements of the laws governing EEO practices including: Title VII, Civil Rights Act, 1964; Executive Order 11246; EEO Act, 1972; the Fair Employment Practices Act, and resultant Executive Orders and Regulations.

Staff Assistant (EEO)  
(GS-7/11)

- Bears primary responsibility for the collection, maintenance, and collation of statistics relevant to Agency recruitment, employment, training, promotion, etc.
- Assists the Director, EEO and other members of the OEEO in the conduct of their duties as required.
- Assists when necessary the OEEO Secretary in the administration of the OEEO.
- Takes such training and education as is required to develop expertise and knowledge required by, and useful to, the development and conduct of Agency EEO, employment, and employee development policies and programs.

Secretary, OEEO  
(GS-8/9)

- Serve as secretary to the Director, EEO and the Office of EEO.
- Manage the administration and filing system of the OEEO including the Development of a suspense system to ensure that the Office and the Agency meet all EEO action and reporting deadlines.

Secretary, OEEEO  
(cont'd)

-- Develop a thorough understanding  
of equal employment, affirmative  
action and upward mobility policies  
and plans of CIA.



Omego J. C. Ware  
Director  
Equal Employment Opportunity

STAT

CONCUR:

/s/ W. E. Colby

22 AUG 1975

W. E. Colby, Director

Date